

**Casa de Esperanza
Meeting of the Board of Directors
November 18, 2009, 3:00 – 7:00 p.m.**

Agenda

I.	Welcome and Introductions	15 minutes	Athena
II.	Agenda Review and Call for any Conflict of Interest Declarations	5 minutes	Athena
III.	Consent Items (all of these can be approved in one motion, unless an item is removed by a board member for further discussion)	5 minutes	Athena
	<p>A. Agenda Approval/ Action Item: <i>Approve November 18, 2009 Agenda</i> <i>Supplementary Materials: *November 18, 2009 Board Meeting Agenda</i></p> <p>B. Approval of September Minutes Action Item: <i>Approve September 23, 2009 Board Meeting Minutes</i> <i>Supplementary Materials: *Minutes of September 23, 2009</i></p>		
IV.	Financial and Audit Update <i>Review/Discussion Item</i> <i>Supplementary Materials: *September Financial Statements</i>	10 minutes	Sue
V.	FY10 Dashboard Indicators Review <i>Review/Discussion Item</i> <i>Supplementary Materials: *Dashboard Indicators FY2010 November</i>	10 minutes	Patti/Amy
VI.	Board Committee Updates <i>Review/Discussion Item: Updates on Committees' Plans/Activities</i> <i>The Committee Chairs and/or lead staff to provide a brief (5 – 10 minutes) overview of recent or upcoming meetings and plans.</i>	20 minutes	Athena/ Comm. Chairs
VII.	National Latin@ Network for Healthy Families and Communities <i>Presentation/Discussion Item</i> <i>Supplementary Materials: Please read the policy materials (six documents) prior to the board meeting.</i>	60 minutes	Amy/Rosie
VIII.	Plans for Executive Staff Performance Reviews and Review of Co-Director Model a) <i>Review goals</i> b) <i>Discuss and determine plan for performance review</i> c) <i>Discuss and determine plan for co-director model</i>	45 minutes	Athena
IX.	Strategic Plan – Next Steps <i>Review/Discussion Item</i>	30 minutes	Athena

**Casa de Esperanza
Meeting of the Board of Directors
September 23, 2009**

Minutes

Board members present: Athena Adkins, Yolanda Cotterall, Gloria Fressia (via phone), Nicole McKoin, Ruth Simmons, Karen Smith, and Diana Villella (via phone).

Staff members present: Patti Tototzintle, Sue Saunders, Eva Benavidez, and Nancy Cicero

The meeting was called to order at 5:10 pm and chaired by Athena Adkins.

I. Welcome and Introductions

Athena welcomed Nicole McKoin, the new board member in attendance.

II. Agenda Review and Call for Any Conflict of Interest Declarations

No conflicts of interest declared.

III. Consent Items

A. Agenda Approval

B. Approval of July Minutes

The board unanimously approved consent agenda items.

IV. Financial Update

Sue presented the FY09 Preliminary Financials and explained that they will not be final until they are audited in October. She reported the Finance Committee has selected a new auditing firm, Mahoney Ulbrich Christiansen Russ. The firm is located in St. Paul, has nonprofit experience, and provided a nonprofit discount. Sue explained that we will put out an RFP for a new auditor every three years.

Sue reviewed the FY09 documents, indicating that the year ended well, as planned. We had a healthy cash balance, reasonable receivables, and a good level of deferred income. She explained that the \$13 net loss on the income statement reflects our rounding system. There were no major variances for the year.

Sue reviewed the July financials, which reflect that we have enough revenue to cover expenses. She explained the highlighted variance for employment costs. Salaries for the first month of the fiscal year reflect a higher percentage than for the overall budget year, but the variance will lessen as the year progresses.

Casa de Esperanza recently received word of two grants that have been approved.

- A grant from the Robert Wood Johnson Foundation for \$175,000 over three years. The grant will fund much of our research work. Receiving a grant from this foundation puts us on the "radar screen" for many other national funders.
- OVW funding to the City of Minneapolis for the Minneapolis Police Department to support the Family Violence Unit's collaboration with us and other domestic violence programs. This funding begins in January.

V. Marketing Plan

Eva Benavidez, Marketing Manager, introduced herself, summarized the work she has been doing since coming to Casa de Esperanza at the beginning of July, and provided brief summaries of the Hope Campaign and marketing plan.

- Eva presented the PSA, which Casa de Esperanza has created for the Hope Campaign (funded by Verizon Wireless). It will launch in mid-October.
- The staff is developing the Hope Campaign's pledge for nonviolence and creating an interactive campaign microsite for the Web site. Eva explained that we are working to tie the Hope messaging into the work that Casa de Esperanza is already doing, rather than creating new work.
- Eva recently coordinated a photo shoot with friends and family of Casa de Esperanza staff members. We now have more than nine hundred photos to use in marketing.
- Work has begun on the organizational brochure.

Board members raised questions and made suggestions.

- Are we setting benchmarks now and preparing to evaluate at the end of the Hope Campaign? Do we understand how Verizon Wireless will evaluate the campaign? We want to be sure that we're considered a good partner when they evaluate and plan their future domestic violence work.
- Should we do an RFP to find a social networking agency to take Casa de Esperanza as a *pro bono* client?
- One idea is to hold community forums/open houses/coffee hours when key national figures come to town. We could develop a following of people interested in the work and various issues. Policy and research could be entry points.

Eva distributed a preliminary info sheet on *¡Bailemos!*, the spring fundraiser. The date is currently set for April 3, and the Metropolitan Ballroom is a possibility for the venue. Eva explained that we will need board members to help with obtaining sponsorships, making contacts, and selling tickets. She circulated a sponsorship prospect list, asking board members to indicate connections they may have with the prospects. Perhaps board members will be willing to approach contacts, and the staff will provide whatever support or materials they need. Perhaps board members would prefer making the initial contacts and asking staff members to make the "pitch."

- Stacy Opitz, Fund Raiser, will talk with board members about the connections they noted on the prospect form. Eva asked board members not to take any action until they talk with Stacy about next steps.
- Eva will review the scheduled date, which is spring break in St. Paul.
- The board may decide to do another wine raffle.
- An idea was raised for the future: an online silent auction. It could be done after we build up a following on the Web site.
- Nicole has a friend who is working with online giving at The Saint Paul Foundation. She will connect with her to learn about their strategy.

VI. Fiscal Year 10 Dashboard Indicators Review

Patti pointed out the program revenue indicator. We neglected to indicate that the figure, \$5499 is actually the figure for the end of July rather than August. The August figure is

now available and is \$14,894.50. Patti then walked everyone through the indicators that were created since the last board meeting:

- CEO—National Board-Members
- CEO—National Board-Operating Plan. Patti plans to have a budget and operating plan in place by the February retreat.
- CEER—Policy-Establish national policy advisory council. We are well underway in establishing the council.
- CEER—Policy-Director of Public Policy assumes chair/co-chair positions. Rosie Hidalgo is a member of policy task groups; we want her to chair or co-chair two groups.
- CEER—Research-Obtain IRB approval. This indicator has been accomplished. Casa de Esperanza has received approval from the Institutional Review Board (IRB) for two research studies: one on Latinas who stay with their abusers and one on Latino youth.

Patti quickly reviewed the other indicators. They are all on track or lagging just a bit. She pointed out that the final FY09 Dashboard Indicators were included in the information packet for the board's reference.

VII. Board Committee Updates

Athena directed everyone's attention to the Board Committee Planning Forms included in the information packet.

- She explained that the Executive Committee's primary tasks are to create meeting agendas and address critical issues between meetings. The committee has been intentional about the entire board handling most issues and decisions rather than having the committee play that role.
- The next Board Development Committee meeting is Friday, October 9, 8 am, in the Casa de Esperanza conference room.
- The Marketing Committee has a busy year ahead, including reviewing the final marketing plan.

Yolanda presented information about the Finance Committee. Their priorities for the year are:

- Selecting a new auditing firm, which has been accomplished
- Successful completion of the FY09 audit
- Revision and development of new financial policies.

VIII. Board Calendar and Priorities Review

Athena reviewed the calendar and priorities for the year.

- The meeting on November 18 will be an extended meeting, 3 – 7 pm.
- The retreat will be February 6, 9 am – 2 pm.
- The 360 review of the executive staff is a priority. Funds have been budgeted for a facilitator. In the past we have begun this process in April in order to deliver the reviews by June 30. Athena asked the board members to send her any contacts they may have for facilitators.
- A review of the co-director model also needs to be completed. There was a commitment to do it during the third year of the Strategic Plan. This review will be discussed at the November board meeting.
- The board will address Strategic Plan Review/Planning at the November meeting. The question is whether we will do an update to the current plan and wait a few years before creating another plan or work to create a new strategic plan at the end of this year. One member commented that it may be better to create a new plan when the new national board members are on board.

- The group discussed a possible board/staff gathering. It was suggested that it be scheduled in mid-winter, after the holidays. Patti suggested that everyone work on a project together, such as a thorough cleaning of *El Refugio*. Yolanda will take the lead and communicate back to the board.

There was general discussion that the board needs a better basic understanding of the national work. Athena said that ongoing understanding of the national work needs to be a priority. She suggested that the next meeting include an explanation of the overall work, and following meetings should include updates. Karen said it should also be a priority that each piece of the national work have a message—phrase or slogan; she had done some work with Stacy Opitz on messages for a media training. Athena added that when Rosie Hidalgo or Julia Perilla are in town, there should be an opportunity for board members to meet them.

The meeting was adjourned at 7:02 pm.

**Casa de Esperanza
Balance Sheet
September 30, 2009**

ASSETS

Current Assets

Checking	\$ 74,103	
Savings	2,555	
Petty Cash	200	
Security Deposits	4,361	
Receivables-Shelter	39,634	
Receivables-Community Advocacy	3,923	
Receivables-Invoices	39,367	
Receivables-Other	330	
Receivables-Pledges	271,395	
Prepaid Expenses	<u>5,034</u>	
 Total Current Assets		 440,902

Property and Equipment

Land & Building	344,189	
Furniture & Equipment	145,931	
Accumulated Depreciation	<u>(351,986)</u>	
 Total Property and Equipment		 138,134

Other Assets

Inventory	2,533	
Ubicate	<u>51,636</u>	
 Total Other Assets		 <u>54,169</u>

Total Assets	<u>\$ 633,205</u>	
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LIABILITIES AND CAPITAL

Current Liabilities

Accounts Payable	(\$ 12,116)	
Accrued Expenses	2,741	
Deferred Income	478,067	
Cafeteria Plan	658	
Payroll Taxes Payable	2,870	
Accrued Payroll	39,921	
Accrued Vacation	<u>43,519</u>	
 Total Current Liabilities		 555,660

Long-Term Liabilities

Total Long-Term Liabilities	<u>0</u>	
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Total Liabilities		555,660
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Capital

Fund Balance	77,550	
Net Income <Loss>	<u>(5)</u>	
 Total Capital		 <u>77,545</u>

Total Liabilities & Capital	<u>\$ 633,205</u>	
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**Casa de Esperanza
Income Statement
September 30, 2009**

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance	Annual Budget
<u>Revenue</u>							
Government	75,772	93,738	(17,966)	253,304	298,271	(44,967)	1,150,828
United Way	15,602	15,603	(1)	46,806	46,807	(1)	187,236
Foundations/Corporations	79,835	72,952	6,883	204,090	253,964	(49,874)	966,649
Contributions	4,561	8,334	(3,773)	7,655	25,000	(17,345)	100,000
Fund Raising	0	4,166	(4,166)	73	12,500	(12,427)	50,000
Contracts Reimbursed	3,750	5,000	(1,250)	11,250	15,000	(3,750)	45,000
Training/Consulting Fees	1,156	2,084	(928)	7,588	6,250	1,338	25,000
Other	0	681	(681)	0	2,043	(2,043)	8,175
Interest	1	21	(20)	31	63	(32)	252
Capital Grants	0	0	0	0	0	0	0
Revenue(Sub Total)	180,677	202,579	(21,902)	530,797	659,898	(129,101)	2,533,140
Product Sales/Royalties	1,840	2,500	(660)	2,815	7,500	(4,685)	30,000
Shipping Revenue	35	0	35	94	0	94	0
Cost of Products	(724)	(375)	(349)	(3,982)	(1,125)	(2,857)	(4,500)
Inter-Program Sales	0	(10)	10	0	107	(107)	0
Revenue (Product Sales)	1,151	2,115	(964)	(1,073)	6,482	(7,555)	25,500
Total Revenue	181,828	204,694	(22,866)	529,724	666,380	(136,656)	2,558,640
<u>Expense</u>							
Employment Costs	135,652	132,878	(2,774)	405,629	453,780	48,151	1,706,230
Professional Fees	17,044	22,929	5,885	24,630	78,744	54,114	285,152
Program Costs	5,108	15,036	9,928	17,840	44,981	27,141	180,339
Occupancy	8,850	8,555	(295)	24,593	25,663	1,070	103,257
Furniture & Equipment	2,339	918	(1,421)	5,614	2,404	(3,210)	10,833
Conferences & Training	246	448	202	771	1,650	879	6,765
Mileage & Travel	4,046	8,424	4,378	18,882	25,028	6,146	100,845
Office Supplies	2,352	1,471	(881)	5,496	4,641	(855)	17,984
Meetings	487	1,112	625	2,328	3,334	1,006	13,356

**Casa de Esperanza
Income Statement
September 30, 2009**

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance	Annual Budget
Communications	1,949	2,477	528	5,773	7,542	1,769	29,911
Printing	1,098	3,151	2,053	10,000	9,456	(544)	37,825
Special Events	(100)	1,126	1,226	116	3,443	3,327	13,800
Agency Promotion	125	503	378	125	1,509	1,384	6,050
Miscellaneous	82	797	715	221	2,393	2,172	9,574
Depreciation	2,545	2,566	21	7,711	7,777	66	36,719
Total Expense	181,823	202,391	20,568	529,729	672,345	142,616	2,558,640
Revenue-Expense	5	2,303	(2,298)	(5)	(5,965)	5,960	0
Indirect Allocation	(1)	(2,303)	2,302	0	5,965	(5,965)	0
Net Revenue <Loss>	4	0	4	(5)	0	(5)	0



Annual Revenue and Expense budgets are shown as a percent of the total budget and compared to the year to date actuals through September 30, 2009. Significant variances are explained.

	Annual Budget % of Total		YTD Actual % of Total		Variance
Revenue					
Government	1,150,828	45.0%	253,309	47.8%	2.8%
United Way	187,236	7.3%	46,806	8.8%	1.5%
Foundations/Corporations	966,649	37.8%	204,090	38.5%	0.7%
Contributions	100,000	3.9%	7,655	1.4%	-2.5%
Fund Raising	50,000	2.0%	73	0.0%	-1.9%
Training/Consulting Fees	70,000	2.7%	18,838	3.6%	0.8%
Other (In Kind & Interest)	8,427	0.3%	31	0.0%	-0.3%
Product Sales	25,500	1.0%	(1,073)	-0.2%	-1.2%
Total Revenue	2,558,640		529,729		

Expense

Employment Costs	1,706,230	66.7%	405,629	76.6%	10%
Professional Fees	285,152	11.1%	24,630	4.6%	-6%
Program Costs	180,339	7.0%	17,840	3.4%	-4%
Occupancy	103,257	4.0%	24,593	4.6%	1%
Furniture & Equipment	10,833	0.4%	5,614	1.1%	1%
Conferences & Training	6,765	0.3%	771	0.1%	0%
Mileage & Travel	100,845	3.9%	18,882	3.6%	0%
Office Supplies	17,984	0.7%	5,496	1.0%	0%
Meetings	13,356	0.5%	2,328	0.4%	0%
Communications	29,911	1.2%	5,773	1.1%	0%
Printing	37,825	1.5%	10,000	1.9%	0%
Special Events	19,850	0.8%	241	0.0%	-1%
Miscellaneous	9,574	0.4%	221	0.0%	0%
Depreciation	36,719	1.4%	7,711	1.5%	0%
Total Expense	2,558,640		529,729		

These variances are related to the timing of the OVW Transitional Housing grant



Dashboard Indicators - CEO

FY10 (July 1, 2009- June 30, 2010)

Indicator	Baseline	Status at Board Meeting						Target	Comments
		S e p t	Nov	J a n	M a r c h	M a y	J u l y		
Programmatic Benchmarks	92% (23) of 25 benchmarks	--	37% (12) of 33					92% (30) of 33 (revised)	Includes benchmarks for all program areas: Family Advocacy, Community Engagement – local and national, and Training and Technical Assistance – local and national. Compiled quarterly; report 4x per year– Nov, Jan, May, and July. This statistic is from the end of September. It is lower due to issues, such as grant start dates and reduced summer participation.
Program Revenue – Training/Consultation Fees	\$74,133	Y	\$28,025.50					\$80,000 (8% increase)	Includes local and national training and consulting services not funded by our OVW grants. This figure is from the end of October.
Increased Fiscal Management Effectiveness – Net Revenue/Expenses	0	0	0					0	Target is \$0 difference between expenses and revenue. This figure represents September.
Increased Human Resource (HR) Effectiveness	HR audit findings: Overall good compliance/practice; priorities for FY10 established	Y	In process					1) Update all job descriptions (March). 2) Update Employee Handbook (June). 3) Review/update hiring, selection, and orientation process (June).	These are three priorities recommended by the HR consultant for FY10. A timeline and process for completing them will be established by August 30 (process to include discussions with Management Team and other staff as needed).
Compensation Study	1 employee group completed (advocates) in FY08; 4 employee groups still under development	Y	In process					100% of 9 employee groups	There are a total of 10 employee groups. The 4 to be completed in FY09 (managers/directors, program coordinators/lead advocates, trainers/consultants, and finance/admin) are behind schedule and will be completed by August 30, 2009; the remaining 5 employee groups will be completed by March 2010. The compensation study of all positions will be completed by December 31, 2009.

Key: **Red—Act Now!** **Yellow—Watch** **Green—Celebrate!**
Baseline data is from FY08 unless otherwise noted.



Board Relations	Occasional contact with each member outside of board meetings	G	On track					At least two scheduled check-ins (face to face and/or phone) with each board member.	These would be in addition to board and committee meetings.
National Board - Members	1	1	In process					3-4 national members	This indicator was established in September.
National Board - Operating Plan	--	--	Still to be implemented					1) Budget 2) Logistics 3) Links to national advisory councils	This indicator was established in September. By the end of FY10, an operating plan would be in place for the national board that includes these three items.

Dashboard Indicators - CEER

FY10 (July 1, 2009- June 30, 2010)

Indicator	Baseline	Status at Board Meeting						Target	Comments
		S e p t	Nov	J a n	M a r	M a y	J u l y		
Fund Development – Individual Donors	\$56,770	Y	\$8,567					\$100,000 (76% increase)	This remains a stretch goal as the economic environment is uncertain. This figure is from the end of October.
Fund Development – Foundation/ Corporation \$ Secured	\$816,602	G	\$532,380					\$966,649 (18% increase)	The target only represents funds raised that may be used in FY10. The total amount raised during FY10, including funds raised for future years, was \$669,000 at the end of October.
Fund Development – Special Events	\$7,047	Y	\$91.46					\$50,000 (610% increase)	Did not reach goal last year. This is the same amount as last year. We will do a large fundraiser in the spring. Please see development plan for more detail.
Marketing – Product Sales	\$31,456	G	\$39,185					\$45,000 (43% increase)	Stretch goal. Budgeted at \$30,000.
On-line Donations	\$7,700	Y	\$0					\$9,625 (25% increase)	

Key: **Red—Act Now!** **Yellow—Watch** **Green—Celebrate!**
Baseline data is from FY08 unless otherwise noted.



E-newsletters	0	--	2					Increase by 20% by end of FY.	E-Newsletters began in April 2009. Baseline to be established during first quarter of FY10.
National/ Transnational Partnerships	3	G	On track					6	
Policy - Establish national policy advisory council	0	0	12 members					10 members	The first meeting was held in October.
Policy – Director of Public Policy assumes position of chair or co-chair of national policy work groups/task forces.	0	0	1					2 positions	This indicator was established in September.
Research – Obtain IRB approval for research projects	0	G	2 projects					2 projects	Celebrate!
Research – Write articles based on the findings of the approved research projects	0	--	0					2 articles	This indicator was established in September.
Research – Establish national research advisory council	0	--	7 members					7 members	Celebrate! The first meeting will be held in November.